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Central Intelligence Agency  
Washington, D.C. 20505

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Executive Registry

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17 JAN 1985

Executive Director

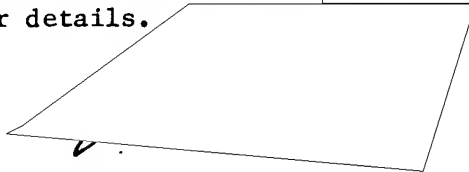
NOTE FOR: 

SUBJECT: Creative Ideas

Thank you for your thoughts on CIA's interior decoration and design.

Efforts are now underway to redecorate the public and other areas of our existing Headquarters building. As part of this effort, we recently hired a noted authority to review the use of color throughout the building. Careful attention is also being given to interior design aspects of our new building. In addition, interior design factors are considered when we lease space from private owners. However, there are some constraints with regard to decorating. We are a Government organization and are limited by law and resources as to how far we can go in accommodating aesthetic considerations. Overseas, for the most part, we are tenants to other Government agencies, and this can also restrict our ability to be creative about the work place.

Even though we are doing much of what you suggested, I am sending your paper to the Fine Arts Commission (FAC). This is a group that advises the Agency on aesthetic matters, including interior design and decoration. If you wish to follow up, please contact the FAC Chairman,   for details.



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**EXECUTIVE SECRETARIAT**  
ROUTING SLIP

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SUSPENSE \_\_\_\_\_  
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Remarks

STAT

Executive Secretary

20 Dec 84  
Date

To; Mr. William J Casey  
Director of Central Intelligence

Executive Registry

84- 10035/7

THE CENTRAL INTELLIGENCE AGENCY AND SOME PSYCHOLOGICAL  
CONSIDERATIONS OF ITS WORK ENVIRONMENT

The object of this paper is to promote a better quality work environment for the CIA through proper interior decoration and design.

That color, lighting, textures and materials of an environment have a strong impact upon the mood, feelings, and productivity of those who occupy it is proven by the success of the Marriott corporation\*. Marriott has a staff of highly qualified designers who understand what makes people comfortable. This effort extends into proper selection of materials, textures, and colors for floors, walls, ceilings, cabinetry, furnishings, artwork, and lighting to create the desired mood,

Environments of the CIA, however, can be categorized as follows;

1. Headquarters; A universal white background punctured by sharp spots of color, the effect of which, while providing some unification, is an environment that is harsh and disquiet.
2. Other local CIA leased buildings; Those that do not employ the headquarters system are not cohesive in philosophy and contain uncoordinated and unnatural elements which become particularly painful because of the widespread use of windowless spaces and cubicled offices.
3. Overseas installations; These are generally developed by the unskilled occupants who have had no training. This results in depressive and inhumane environments in which dedicated people perform difficult tasks.

\*This writer was a manager for Marriott as a Coordinating Architect for projects including the Los Angeles hotel.



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To expand upon personal opinions of the existing Headquarters concept, which will probably be proliferated into the new addition, the concept has roots in the artwork of Piet Mondrian. The Mondrian-Architecture rationalization is unaccompanied by thoughtful composition or proportion which is the strength of the art. The result of this partial application of principal results in perhaps a surprising experience for those who see the spaces for the first time, but a harsh and mind jangling environment for those working in it and thus captive to it. It would seem that those working in a space should be considered more important than those transiting it. Even the artwork of headquarters, being of Cubistic bent, tends to focus the eye on the plane of the picture rather than into it to provide some visual relief for windowless spaces.

The selection of environmental colors can be very powerful, making the inhabitant feel cold or warm. Certain colors can make a wall advance or recede, or a room look larger or smaller. Proper development of a room can help the occupant relate in scale. The simple improper selection of a light bulb (a task usually left to a custodian) can make people appear unnatural. The selection of interior furnishings appears to be uncontrolled.

It is recommended that the CIA hire an unbiased, qualified, practicing interior designer to assess our environments and to propose modern, cohesive philosophies and procedures for development of the work place to provide a more constructive and productive atmosphere. If it would not be possible for the consultant to work in our inaccessible facilities, perhaps guidelines could be developed for implementation by trained staffers.

Thank you for the opportunity to express these thoughts.

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18 Dec., 1984

mail room,